R	OUTING	AND	RECORI	D SHEET
SUBJECT: (Optional)	· · · · · · · · · · · · · · · · · · ·			ining
Advertising Plan for	the Of	ffice o	of Comm	
FROM Harry E. Fitzwater Director of Personne Policy, Planning, and		gement	EXTENSION	DATE 3 March 1981 STA
TO: (Officer designation, room number, and building)	3/4/8/	FORWARDED	OFFICER'S	COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)
1. A/DDA				Attached is the
2. Reg (fele)				proposed plan for recruitment of Communications personnel. Although not contained
3.				in this edition, I propose that the OC representative act as "team" leader. I plan to hold a meeting
4.				on 4 March to receive your comments.
5.				ST)
6.				Harry F. Fitzwater
7.				Att
8.				DO/A REGISTRY
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Plan for Recruiting Office of Communications Personnel

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•	The Office of Communications (OC) has an immediate recruitmen
STAT	requirement for Telecommunications Specialists (TCS)
	and Electronic Technicians (ET) personnel. In addition,
STAT	an attrition of of these type employees is expected
	during the remainder of FY-1981.

II. Facts Bearing on the Problem

- A. Unless the Office of Communications is brought up to strength in the near future, it will not be able to meet all of its operational requirements.
- B. Experience shows that an aggressive advertising program is necessary to attract TCS and ET applicants.
- C. The Office of Personnel does not have advertising funds and extra travel money necessary to solve this problem.
- D. A special task force effort is considered necessary to arrive at an early solution to the problem.
- E. Temporary contracts can be given to applicants who might be lost by the lack of employment while awaiting final processing.

III. Assumptions

- A. The Office of Communications can provide extra funds for advertising and travel needed to implement this Plan.
- B. It is more cost-effective and timely for a small "team" to travel to regional areas for initial processing of large groups of applicants than to bring the applicants to Headquarters for this processing.

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C. The "team" approach, with an up-front polygraph, can reduce or eliminate some requirements for continued processing.

IV. Course of Action

- A. Through an intensive advertising program we will assemble groups of applicants in regional areas.
- B. Recruiters in these regional areas will make initial contact and interview the applicants for screening out those lacking in qualifications or considered unsuitable.
- C. Arrangements will be made for applicants passing initial recruiter interviews to be assembled in a particular regional area for processing by a "team" made up of members of the Offices of Medical Services, Security, and Communications and the regional recruiter.
- D. Applicants who pass Office of Communications' hiring criteria will be polygraphed and undergo initial medical evaluation.
- E. Applicants passing the hiring criteria of the "team" will be placed in the final clearance processing, i.e., background investigation and medical and psychological assessments.
- F. Applicants without jobs or who desire immediate employment can be given, at the discretion of the Office of Communications, a temporary contract while final processing is being completed.
- G. Applicants will be entered on duty when fully cleared for training and assignment

V. Responsibilities

A. Office of Personnel

- 1. The Recruitment Division shall:
 - a. Place advertisements in accordance with the attached advertising plan (Annex A). The schedule for these advertisements is to be coordinated with the recruiters and the "team" to ensure that the system operates in an orderly fashion and is not overloaded.
 - b. Ensure that the recruiters are fully cognizant of the contents of this Plan and are advised of the urgency in meeting this recruitment requirement.
 - c. Schedule "team" travel and use the most cost-effective pattern. (Annex C)
 - d. Screen applications resulting from National Advertising, i.e., Army/Navy Times and refer qualified applicants to regional field recruiters.
- 2. The Field Recruiters shall:
 - a. Assemble groups of applicants by geographic clusters for their initial interview with the recruiter.

 {If there is doubt about a candidate's qualification in meeting OC's hiring criteria, the applicant should be scheduled for interview by the "team."
 - b. Obtain Personal History Statement (PHS) from applicants for use by the "team."

- c. Schedule and assemble cluster groups in central geographic region for "team" interviews.
- d. Make arrangements for suitable office space (GSA or hotel/motel rooms) for the "team" interviews.
- e. Arrange for "team" interviews in a central location where at least 10 to 15 applicants reside within 150 miles of the interview location. This does not have to be a city where our recruitment office is located.
- f. Maintain contact with applicants prior to the "team" interviews to ensure that they are aware that they are still being considered for employment.
- 3. The Professional Staffing Branch shall:
 - a. Give priority attention to the Office of Communications' applicant cases by assigning specific responsibilities to one processing assistant.
 - b. Prepare correspondence to applicants and ensure that they are kept informed of our interest in their employment during final processing.
 - c. Coordinate and schedule final OMS and OS processing. All applicants approved by the "team" will receive highest priority for final processing.

B. Office of Communications

The Office of Communications shall:

a. Make available to the Office of Personnel funds for this intensive recruitment effort.

- b. Assign senior officer(s) to the "team" who has authority to make on-the-spot hiring decisions.
- c. Provide to the Office of Personnel the name(s) of
 "team" member(s).
- d. Arrange for training of individuals given temporary contracts.,

C. Office of Security

The Office of Security shall:

- a. Provide name(s) of "team" member(s) to the Office of Personnel.
- b. Polygraph individuals at the regional interview area considered hirable by the Office of Communications "team" representative.
- c. Conduct background investigations of candidates approved by OC and OMS representatives who have passed their initial Security processing. These individuals should be placed in the highest priority for a background investigation.

D. Office of Medical Services

The Office of Medical Services shall:

- a. Provide name(s) of "team" member(s) to the Office of Personnel.
- b. Process applicants approved by OC and who have passed their initial Security processing. These individuals should be processed before all others in the recruitment processing cue.

E. The "Team"

The "team" shall:

- a. Travel to the regional locations as advised by the OP/Recruitment Division.
- b. The Office of Communications representative will interview candidates and will make the decision to hire or not to hire based on OC's hiring criteria.
- c. OS polygraph operators will polygraph applicants approved by the OC representative. A final decision on security approval will be made by the Director of Security.
- d. Questions of suitability will be referred by the "team" to Headquarters for immediate review by the Applicant Review Panel (ARP).
- e. The OMS representative will conduct initial medical evaluation of those candidates favorably screened by the OS representative.
- f. A final hire, no-hire decision will not be made by the "team" but will be a Headquarters decision.

VI. <u>Implementation</u>

- A. This Plan is effective immediately.
- B. Upon receipt of funds from OC, the Chief, Recruitment Division will commence the advertising campaign in accordance with Annex A.

- C. Names of "team" members shall be submitted to OP as soon as possible.
- D. The Deputy Director, Recruitment and Placement shall assemble the "team(s)" immediately upon receipt of their names to ensure that all members are briefed and aware of the details of this Plan.

VII. Annexes

- A. Proposed Advertising Program and Costs
- B. Support Requirements
- C. "Team" Schedule
- D. TCS and ET Advertisement



ANNEX A

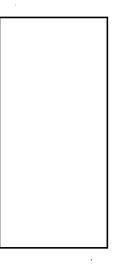
Proposed Advertising Program and Costs

I. Comments

- A. Advertising costs are estimated and exact figures will depend on the number of ad lines, publication column width, etc.
- B. National newspapers selected represent those nearer military installations and areas where unemployment may be a factor in attracting applicants.
- C. The military media to be used includes publications circulated on military stations and bases having electronic and communications MOS specialties.
- D. In addition to the below-listed advertising program, vacancy notices will be introduced into the Federal OPM vacancy notice system.

II. Funds Required

Advertising
Travel and Per Diem*
Travel and Per Diem**
Travel and Per Diem**
Motel Rooms
Typewriter Rental
Tuition



STAT

STAT

^{**} Recruiter Travel

^{***} Applicants

III. Proposed Advertising Program (March through May) (Nine-Week Intensive Advertising Program)

Α.		•			•
Priority Priority	Major Newspapers	Placement	Estimated Ad Cost	Frequency	Estimated Total Cost
(1)	Washington Post	Sunday Editions	s \$2,500	2 Editions	\$ 5,000
(1)	Washington Star	Sunday Editions	s \$1,369	2 Editions	\$ 2,738
(1)	Army, Navy, Air Force Times (Eastern Region)	Next Available Edition	\$2,884	2 Editions	\$ 5,768
(2)	San Antonio Express News	Sunday Edition	s \$ 582	2 Editions	\$ 1,164
(3)	San Diego Union	Sunday Edition	s \$ 998	2 Editions	\$ 1,996
(3)	Phoenix Gazette	Sunday Edition	s \$ 930	1 Edition	\$ 930
(3)	Tuscon (Ft. Huachuca) Star Citizen	Sunday Edition	s \$ 525	2 Editions	\$ 1,050
(2)	Houston Post	Sunday Edition	s \$ 927	1 Edition	\$ 927
(2)	Fort Worth Star Telegram	Sunday Edition	s \$ 675	2 Editions	\$ 1,350
(2)	Little Rock Arkansas Gazette	Sunday Edition	s \$ 563	2 Editions	\$ 1,150
(2)	El Paso Herald Post Times	Sunday Edition	s \$ 550	2 Editions	\$ 1,100
(2)	Shreveport-Journal Times	Sunday Edition	s \$ 525	2 Editions	\$ 1,050
(4)	Biloxi Sun Herald	Sunday Edition	s \$ 375	2 Editions	\$ 750
(2)	Mobile Press Register	Sunday Edition	s \$ 338	2 Editions	\$ 676
(1)	Portsmouth/Norfolk Pilot Ledger	Sunday Edition	s \$ 790	2 Editions	\$ 1,580
(3)	Omaha-World Herald	Sunday Edition	s \$ 750	2 Editions	\$ 1,500
(1)	Philadelphia Inquirer	Sunday Edition	s \$2,570	1 Edition	\$ 2,570
(1)	Boston Globe	Sunday Edition	s \$1,400	1 Edition	\$ 1,400
(1)	Pittsburgh Free Press			1 Edition	\$ 1,500
	Approved For Release	MAJOR NEWSPAPE 25690002FCIA-ROF TOTAL			\$34,199 \$ 1,500 \$35,699
					-

B. Military Media

Placement of the ET/TCS ad in 30 East Coast military base publications where electronics and communications MOS personnel are located at a .55 line rate for approximately 375 lines of advertising for one edition in each publication. These will be spaced two weeks apart by recruitment area.

\$6,000

C.

Functional Magazines (Recommended by OC)	Placement Ad Cos		Estimated Total Cost
Spectrum	1		
Electronic Design	,		
Radio Electronics*	! !		
Electrical Communications	I .		•
Communications News	·		
EDN	·		
Digital Design		•	
Communications	UNKNOW AT	THIS TIME	
Telecommuncations*			
Signa1			
Communications International			
Aviation Week*	1 - *		
Datamation	!		
73's			
OST*	: !		
CQ*	t		·

NOTE: Except for publications with asterisks, most of these magazines are targeted Appiroxedifor Release 2005/08/025 CHARDPENSION 800890R0006600900026 Fations officer that will not suit our purpose.

IV. Proposed Advertising Schedule

15 March

Washington Post

Washington Star

Army, Air Force, Navy Times

Military Media

Philadelphia Inquirer

Pittsburgh Free Press

22 March

Portsmouth/Norfolk Pilot Ledger

Boston Globe

29 March

San Antonio Express News

Houston Post

5 April

Biloxi Sun Herald

Mobile Press Register

12 April

San Diego Union

Phoenix Gazette

Tuscon Star Citizen

19 April

Little Rock Gszette

Shreveport Journal Times

26 April

El Paso Herald Post Times

Fort Worth Star Telegram



- c. <u>Production Forecast</u>. Polygraph Branch strongly recommends that the production rate forecast be kept at no more than two cases a day with provisions that the schedule be flexible to accommodate bring-backs for retesting.
- d. <u>Decision Making</u>. The Recruiting team will have to understand that the examiner is prohibited from revealing derogatory information. In cases of serious admissions or called deception, the examiner would have to tell the team to stop the recruiting process until the adjudicative issue is resolved at Headquarters. If cases are inconclusive, the same delay would result. In any case a decision would have to be made whether to schedule a re-test or not. In some instances the examiner may determine, in the field, that a re-test would be appropriate a day or so later.

B-2 Office of Medical Services

- a. Physical Requirements. Medical evaluations will require a large room, tables with seating and writing capacity for 15 to 20 applicants, private area or room (preferably adjacent) with two comfortable chairs and a telephone. Bedrooms should be avoided particularly in the case of evaluations of female applicants.
- b. Information Requirements. OMS will require a 'Report of Medical History" (see Attachment A) to be completed by the applicant and his dependents and a copy of the employee's Agency Personal History Statement, handcarried to the medical interview by the applicant. At the time of "team" processing, a Personal Index is to be completed by the applicant.
- c. Production Forecast. If done in a group, OMS can have 15 to 20 applicant Personal Index questionnaires completed in two hours and can interview seven applicants a day if sequentially available.
- d. <u>Decision Making</u>. Based on a review of the medical histories (employee's and dependents'), completed Personal Index (the employee's), and the interview (employee), the OMS representative will recommend to the "team" leader:
 - (1) Continue processing
 - (2) Stop processing
 (3) Marginal cases or questions of suitability can be discussed with Headquarters medics (phone) 0026-7
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Ī.		Rheumatic fever	1			Frequent indigestion	 	 		Foot tro	
		Swollen or painful joints		,		Stomach, liver, or intestinal trouble				Neuritis	
		Frequent or severe headache				Gall bladder trouble or gallstones		· ·		Paralysi	s (include infantile)
	ļ	Dizziness or fainting spells				Jaundice or hepatitis				Epilepsy	or fits
ļ	ļ	Eye trouble				Adverse reaction to serum, drug,				Car, trai	n, sea or air sickness
	1.:	Ear, nose, or throat trouble	1			or medicine				Frequen	t trouble sleeping
ļ	┿	Hearing loss	-	<u> </u>		Broken bones	L			Depress	ion or excessive worr
	-	Chronic or frequent colds	—			Tumor, growth, cyst, cancer					memory or amnesia
	+	Sinusitis	+			Rupture/hernia		ļ			trouble of any sort
	 	Hay Fever	 	<u> </u>		Piles or rectal disease				Periods	of unconsciousness
	 	Head injury	1.			Frequent or painful urination Bed wetting since age 12	<u> </u>				
	1	Skin diseases				Kidney stone or blood in urine					
	-	Thyroid trouble	1			Sugar or albumin in urine					
	1 .	Tuberculosis	\top			VD—Syphilis, gonorrhea, etc.				7	
		Asthma	1			Recent gain or loss of weight		-			: .
		Shortness of breath				Arthritis, Rheumatism, or Bursitis					
		Pain or pressure in chest				Bone, joint or other deformity					
		Chronic cough				Lameness					
	<u> </u>	Palpitation or pounding heart				Loss of finger or toe	12.	FEMA	LES ON	LY: HAVE	YOU EVER
	ļ	Heart trouble	1			Painful or "trick" shoulder or elbow				Been treat	ed for a female disorder
	<u> </u>	High or low blood pressure		·		Recurrent back pain				Had a cha	nge in menstrual pattern
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ANNEX B

I. Support Requirements

B-1 Office of Security

- a. <u>Physical Requirements</u>. Polygraph examinations must be conducted in a quiet room with minimum furniture of a desk, arm chair, and a chair for the examiner. Normally, TDY testing in the United States is accomplished in motel rooms or in Agency controlled or rented office space. If motel rooms are used for more than one case, a suite should be obtained. This is because house keeping in motel rooms are frequently done during the morning hours and that it is not advisable to conduct early morning testing in a dirty room. Another consideration is the Polygraph Branch avoids testing female candidates in bedrooms. If office space is available, it should be in such an environment that polygraph activity does not provoke undue curiosity. It may be advisable to conduct the test on federal property.
- b. <u>Information Requirements</u>: Polygraph Branch feels that the minimum information needed is an Agency Personal History Statement and completion of an Agency indices (OS and IP) check. Experience has shown that many Commo candidates are ex-military communication personnel and in such cases a military record should have been completed. (NAC are also desirable.)

- Production Forecast. Polygraph Branch strongly recommends that the production rate forecast be kept at no more than two cases a day with provisions that the schedule be flexible to accommodate bring-backs for retesting.
- Decision Making. The Recruiting team will have to understand that the examiner is prohibited from revealing derogatory information. In cases of serious admissions or called deception, the examiner would have to tell the team to stop the recruiting process until the adjudicative issue is resolved at Headquarters. If cases are inconclusive, the same delay would result. In any case a decision would have to be made whether to schedule a re-test or not. In some instances the examiner may determine, in the field, that a re-test would be appropriate a day or so later.
 - Office of Medical Services B-2



TAB



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With Commercial or Military experience; familiarity with solid state devices necessary; Ongoing training in modern communications equipment and other sophisticated systems provided For ENHANCING CULLICIA SKICLI.
*TELECOMMUNICATIONS SPECIALISTS

With prior training or experience in the telecom field; morse code ability, 12 gpm preferred, but will consider those with morse aptitude. Minimum touch typing speed of 30 wpm required.

\$13,672 - \$20,000 to start (Depending upon experience & education)

*QUALIFICATIONS REQUIRED

U.S. citizenship; high school graduate or GED; 18 years of age minimum but must be twenty-one years of age prior to overseas assignment; available for/overseas assignments. Civil Service Status is not necessary.

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